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# Framework to Change your Leadership Style, Challenge yourself, to Grow and Expand your Leadership Capacity

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## Abstract

The herd of deer commanded by the king of the jungle was more terrifying than the group of wild chiefs led by the sheep. A cluster of lions led by king of jungle is the most feared of all, because that's inescapable (Moore & Ingram, 2013). Leadership is difficult to delineate. It is justice. It is a cup of Adam's ale for a thirsty man. It is not a matter of observing but it is mixing with people. It is looking for what people want (Saeed & Ali, 2019). Leadership is not about power but the force of affection and adoration. It is real service to humanity. It is kind-heartedness, care, sympathy and empathy. It is true spirit of serving others. It is bringing peace and normalcy (Saeed & Ali, 2018). Traditional Leadership styles are autocratic (do as I say), Democratic (do as I do), Laissez-Faire (do as you choose). Empirical literature highlighted other leadership styles that are transactional, transformational, servant leadership, ethical leadership, spiritual leadership, interactive leadership, visionary leadership and authentic leadership styles (Saeed, 2019). Good readers are good leaders. Great listeners are great leaders. Great learners are great leaders. Change leadership styles from the old ones to modern ones. The best framework based on literature to change yourself, challenge yourself; to grow and expand your leadership capacity, adopt self-awareness, relational transparency, balanced processing of information, ethical perspective, positive psychological capital, self-justice and social-justice, self-management, social management and social awareness. Proper planning, organizing, staffing, supervising, visualizing, creating, critical thinking, collaborating, communicating, co-ordinating, reporting and budgeting are the strategies to grow and expand leadership capacity. The leader must have positivity, proficient use of information and communication technologies (ICT); believe in human growth and development and Continuous Professional Development and Code of Conduct if he/she wish to grow and expand his/her leadership capacity. A leader must be optimistic, to be creative, to be communicative, to be collaborative, to be consultative, to be problem solver, to be critical thinker, and to be different every time and to understand their challenges, their problems, their issues; and be a problem solver, a good motivator, performing well under pressure, being loyal, having a positive attitude, eager to learn, taking initiative, helping others, and believe in transparent relationship as a team leader for effective leadership.

To achieve the above, constructivist paradigm was adopted to get deep understanding of the phenomena of leadership styles, face challenges, to grow and expand leadership capacity and theoretical framework based on Walumbwa et al. (2008), Rego et.al. (2013) and Saeed and Ali (2019) was adopted.

**Keywords:** Leadership style, challenge yourself, grow, expand your leadership capacity

## Introduction

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It is not a matter of observing but it is mixing with people. It is looking for what people want. Leadership is not about power but the force of affection and adoration. It is real service to humanity. It is kind-heartedness, care, sympathy and empathy. It is true spirit of serving others. It is bringing peace and normalcy.

## Definition of Leadership

A wealth of leadership information is present in the literature and a few of it is presented here to enlighten the readers;

"The ability to guide others in action, to sway the attitudes and performances of others, and to indicate the route forward" (Wehmeyer, Agran, & Hughes, 1998)

"Talent to study strong points and weak points, fix individual and professional aims, and take pride in implementing them. It comprises the aptitude to recognize and utilize communal assets, for living self-reliantly, and launch backing mechanisms to contribute in civic living and fashion constructive societal transformation" (Saeed, Idris & Khaliq, 2020).

"A leader is a person who has cohorts" (Drucker, 1995).

"Leader's performances and practices encourage cohorts for more dreaming, more learning, more doing and more becoming as a leader" (Adam, 1914 cited in Abrams, 2021).

"Leadership is a job of self-awareness, gaining a vision that can be effectively conveyed, edifying confidence in co-workers, and adopting operative steps to understand management powers and skills" (Bennis & Thomas, 2020).

"Leaders are people who understand the right and can marshal human individuals and assets to achieve each other's goals" (Cronin, 1984 cited Cronin, & Genovese, 2015).

"Leadership is a process of persuasion (an act of persuasion) or an example in which one leads a group to pursue the goals set by the president or separates him from the leader and his followers." (Gardner, cited in Gardner, Karam, Alvesson, & Einola, 2021)

"Leaders are the leaders. They are people who have infiltrated the area unchecked. They guide us to new and unfamiliar places. The people are leading the foot soldiers in the struggle for change. They perform diverse actions for the realization of worthy goal and make individuals progressive and

lead them towards dynamism and enthusiasm" (Kouzes & Posner, 2003).

"Leadership, like swimming, cannot be learned by reading about it" (Mintzberg, 2004).

"Leadership is the capability and capacity to empower, inspire, and authorize others to contribute to the quality of their institutions" (House, Hanges, Javidan, Dorfman, & Gupta, 2004).

This description encompasses the association between headship and institutional influence and defines the degree to which that association can be enhanced through specific communications with other associates of their institute. Leadership is critical to organizational success (Korac-Kakabadse et al. 2002; Chan, 2010). Leadership is seen as an attribute, a set of attitudes or as an influence, in a situation where it depends on which aspect of leadership is taught and is an opportunity to encourage cohorts to eavesdrop and track the visualization; the capacity to create & motivate an institute and individuals to novel strategies. The capability to encourage and inspire others, show respect, interconnect and stimulate, create and show commitment & courage (Bass & Bass, 2008).

Leadership is "a individual's capability to inspire, arouse, and empower others to add to the success of other associates within institutes." (House et al., 2002, p. 5).

Modernity suggests leadership and new strategies. 21st-century research shows compelling evidence for the existence of leadership and its importance in animals, early humans, and children. Leaders are given special positions in society and are given special powers (Terman, 1904). In this work, leaders are shown special status in the social class and their followers are given special respect.

Leadership involves having a good sense of humor and taking a course of action. Leadership "is an important human skill in all circumstances when individuals intend to accomplish a particular chore" (Kluska-Nowicka, 2015, p. 19). The importance of headship is described as the long-term impact of human influence (Block, 2014). In the modern concept, leadership is maintained as a means of communication through which the goals of the organization are achieved. It has the potential to

persuade others to the right path, and to be transparent (Laschinger, Wong, & Grau, 2013). Leadership is all about growing other people, developing people, and lifting and raising people. Leadership means developing other people to their potential. Leadership is not about you being the rock star. Leadership is about you pouring into others and giving others a track to grow on. You are the lid for your organization, for yourself, and for the people that you lead. If you want your organization, you're going to have to change things to expand the capacity. If you want to lift your lid and expand your leadership capacity, you must change some things. You must become the catalyst to change in your own life. You have to instigate change, and if you're the leader at the top of an organization, you have to be the first to instigate change. You have to be the one to make the ripples to make change happen. That doesn't mean you will be the only one, but you have to be willing to go first.

I present five ways to change yourself, to challenge yourself, to grow, and expand your leadership capacity. These make a difference for long-term. These change the game for you and your organization and the people that you lead over the long haul.

I believe, Leadership is an influence of human power that leads to the development of communities toward a common goal. Now, what is

### Attributes of a Leader

Honesty, integrity, fairness, transparency, confidence, motivation, team work, creativity, innovations, ambition are the values of leadership. Leadership excellence- planning & vision, communication, innovation & change, relationship & power, courage & risk, decision-making, coaching feedback, coaching development, self-management are the attributes of good leadership. The greatest achievement is not without ever falling, but Getting up mobile site after falling. Front-runners improve proprietorship by including personnel in planning and judgment procedure. They arrange for means to ensure workers' accomplishment and authorize them by delegating them power to perform different duties professionally. Operational Front-runners cultivate procedures to include workforces in the

the power of man? Is it different from positional power? What is progressively advancing community? What is common purpose? These questions need proper answers. Personal power in is an expanding capacity for all leaders. It means that personal power of a leader compels followers to use their head and heart for the overall development of the organization i.e. human resources development, physical resources development and financial resources progress. But on the contrary, in positional power of the leader, the cohorts are forced to employ only their hands and legs for the realization of organizational goals. The best leader is who uses both personal and positional powers at a time to utilize the hands, legs, head and heart of the followers for the accomplishment of organizational aims. Progressively advancing is meant that leadership is ever increasing, ever growing, ever expanding and ever improving process which brings variation and standardization in the organization. Here in this definition, community means – The leader is not the one who creates the leaders, but the leader is the one who creates the leader of the leaders. Common purpose is meant, not personal goal (come with hands and legs) but common goal (come with head and heart- common organizational beliefs).

achievement of the premeditated visualization: shared vision, lead change, inspire people and empower people are other attributes of effective leaders.

I have motivation, drive and commitment and desire to succeed. I believe that leadership needs good communication skills which is a strength of mine. I also think that in leadership you need to care about what you are doing. I care about helping others that was the quality of all Prophets, particularly Muhammad (SAWW) and The Innocent Jesus.

I think, a leader must be a problem solver, a good persuader, encouraging, working hard, being honest, having positive attitudes, wanting to learn, being motivated, helping others, focusing on detail, gaining confidence and interacting skills and



people, and believing in the relationship openly as a team leader.

Honesty and fairness, integrity, honesty, trustworthiness, honesty, transparency, leadership-follower, ethical rather than one-hundred-percent leadership, collaboration and collective learning and academic excellence; honesty, morality, generosity, Listening (and questioning) strategies, dealing with conflict, dealing with difficult people, enjoying other people, working together, building trust, caring for other cultures, Good communication & negative ideas; the ability to take the blame are the best qualities of leaders.

**Personal story:** [Two weeks ago, the outsider came to the class and affronted a teacher. He reported the case to the HOD (Head of Department) and the HOD called police who arrested the man and kept him in lock. Later on, the relatives with Jirga members came but HOD was not ready for compromise. I was called by the HOD and discussed case with me. I played the role of mediator and started negotiation with teacher and Jirga members. I agreed the teacher that forgiveness is the best revenge. Later on, I convinced the HOD that leader always cares for others and believes in **win-win process**. He was convinced. The compromise was made. The Jirga members apologized before the class and all became happy. I was appreciated by the HOD because I saved all of them from further difficulties. So a leader must be problem solver.

**Personal story:** The greatest strength of a leader is **positive attitude**. Time shows that nothing last but positive attitude. I have the experience. Last week I was in-charge, a person came to office, and he was very aggressive. He used very strong abusive language but I listened to him very attentively for 2 minutes. When he made catharsis, I told him what is the problem, he said my son has been rusticated by a teacher, I said ok every problem has a solution in itself. He presented the medical certificate that the student was hospitalized. I called the concerned teacher after class and discussed the matter. The problem was solved. That was my positive attitude which brought happiness in the end for all.

A leader must have the power of **communication**. Communication is a two-way conversation which brings people close and make relationship strong,

based on mutual respect and caring about each other's feelings. It leads community to understanding, intimacy and mutual valuing. I really listen to others. Listening is an important part of communicating and connecting with others. I remain positive. I even take NO of a person in positive. For me, communication is the best way to build a good relationship. Quality of communication is the quality of life. I focus on others more than myself. Patience is a must. But, in the end, being patient will help you to be successful. Be patient and capture the best information; remember that a great service is faster than a fast service. I am waiting for other person to finish. Communication and trust are the two ingredients for a successful relationship. *We are not a team because we work together but we are a team because we respect, trust and care for each other. The art of communication is the language of leadership.*

I really love leadership, because it gives me an opportunity to be creative, to be communicative, to be collaborative, to be consultative, and to be problem solver, to be critical thinker, and to be different every time. I love interacting with people. I try to understand their challenges, their problems, their issues and accordingly I have strong background of content to the solution and of course, I will deliver it. When I see people improving in overcoming their challenges that is a great feeling, no one can describe that feelings and that's what I live for. A good person wishes to become a successful leader and to produce leaders in followers and provide good stuff for the future of the country.

A leader must be hardworking and eager to learn. He enjoys working with other people. He love challenges. He likes being with people and likes helping others. He enjoys problem solving and challenging work. He is always serious about his work but he likes to have fun. He must be a dedicated worker and a people person. He enjoys working as a team. He also likes to be in contact with public. He must have organizational skills. *As an HOD and Provost I am feeling then dealing. I connect then detect. I believe in intent not in content. I involve myself in people skill development. I have good emotion, so create devotion.*

My philosophy is based on the idea that leadership is an influence of personal power. I would motivate employees for common goal. Because when you have personal power and common purpose, the employees will use head and heart instead of hands & legs. They will believe in organizational skill beliefs. Then they will work for common purpose. So by motivation, devotion, passion and NICE formula, I will handle the difficult employees. NICE means needs, interests, concerns and expectation. I would recognize the values of employees, focus on results and lead them towards common goal with enthusiasm and passion. On the base of this philosophy, I would handle the difficult employees.

Leadership relates to who you are as a person (your beliefs), and how you lead and manage within your organization (your thoughts and attitudes). Leadership is enlightenment, relationship expression, vision, and balanced information processing. Now the question arises how do leaders behave? Leaders are united in what they say, and their future actions are correct. They “walk by their word”. They “say what they mean and mean what they say”. And they just say that. In the working environment, Leaders are moral. They have a set of values about their moral integrity and have a reputation for being courageous in the face of what they consider to be a bad decision on the part of others. Leaders take many visionary strategies to solve difficult problems and ethical issues. They are more than any other leader considering all the positions of stakeholders while considering the issues and deciding what to do. They use everything that happens around them as an opportunity to learn more about themselves and others. As a result, they continue to improve their own understanding of others.

### **The Merits of Leadership**

Leaders have a special relationship with their followers; who are committed to mutual respect, mutual assistance, and mutual trust. Leadership is more than leadership; the actions of the Leaders have been well received by others. So the impact of their results and their impact is greatly increased. Leadership produces glasses by elevating all positive leadership outcomes, thus producing ‘positive outcomes’. Leaders get the best out of their people; countries and partners have a positive influence on them and follow their

leadership willingly. Leaders are more successful; they accept themselves for who they are and are happier as a result. They have a partnership that others want. Leaders take care of themselves; they have a higher status than other working leaders, regardless of their position in the organizational structure. Leaders get results that continue to make their colleagues and other leaders like them. They do so with politeness and humility that moves others; even when faced with challenges, they serve as role models for colleagues and subordinates. They act on moral values, foster mutually beneficial relationships, show moral and ethical resilience, recognize when others need help, know themselves for who they are, lead change for the world and have a drink genuine desire to serve others, they have a special relationship with their followers; which includes mutual trust and dignity, gaining self-awareness regardless of their position in the organizational structure, being calm in assessing their weaknesses, believing in politeness and physical thinking and being seen as in the follower ”.

As true Leaders, we must understand our thoughts, beliefs, and values and how these affect our mental and emotional state. Being aware of the impact we have on others and understanding how our words and actions can affect others to the point that they are mentally challenged to be able to predict what a person’s thoughts are and the attitudes that will follow that of others. Our inner sense of loyalty and what is ‘the right thing to do in any situation. Look at nature as intellectual rather than compromising. Believing that a person’s leadership role includes moral responsibility to my peers and those below him and to the general public. Demonstrate moral integrity in decisions and actions that are relevant to the success of the individual in all areas of expertise. Be prepared to share personal values with others. Demonstrate courage and morality in the face of opposition from others. Being honest with people and telling the truth. Saying what a person means, and showing actions and emotions that are consistent with what is being said. Encourage others to express themselves and to be honest. Accepting human error.

Nelson Mandela was loved by people despite he was jailed. His birthday was celebrated by hundred thousand people in Britain. Why? He was a real

servant leader. A leader is one who has the power to lead. But what makes a man a leader? Leader and guide are two words that are only described in a dictionary as a noun. Where the first is human, the second is valid. Leadership is desired to produce a trailblazer. Leadership is basic certain traits consciously brought to the fore in times of crisis and stress such as today. History has witnessed many different people as leaders to hear and obey. Everyone has their opinion; everyone raised their voices. Koyaya, who is eloquent, clear-minded and creative in choosing to lead the other, represents a group of people with similar ideologies. This brings out the essence of leadership: life. If the need for representation is seen as the president's main motive, then it would be correct to say that they were created by the people. However, even if an important representation is placed behind the fact that it was created by the pressure on them, it cannot be denied.

A guide as a quality may be more basic than what you get. Even if there is no conflict around a person, he will express his opinion. A man with a perfect sense of leadership can think ahead slowly; create a better way of life. He thinks mentally even in peace, so he gives the world a sense of purpose. In difficulties, a leader must be courageous and patient, not only for the immediate benefit but also for the ultimate benefit of what he says. It has to be self-sacrificing, to start with; he requires to be prepared to sacrifice to respect the foundation of his fight. He/she is required to be fluent; unblemished in his/her statement as he/she is well spoken. When a person has all these behaviors, that's clear that he or she will take more responsibility than his or her colleagues. This brings a characteristic of headship - the sagacity of obligation - obligation for performances and pledges. The minute such a stout moral character is combined with a person, there will be a sturdy need equal to it.

Traditional Leader - controls from "top to bottom" Exercise and control. Many of the company's top executives are traditional leaders while the real President — leading from "bottom to top", works instead of managing, focusing on people, sharing power, putting the needs of others ahead, helping people continue to commit to their highest potential

## Basis for Real Leadership

- Matthew 20: 25-28... Jesus named them and whispered, "You discern that the leaders of the weak, were bestowed upon to serve them, and their big ones implement power over them. A Leader must be your servant."
- ... "And whoever wants to be first must be your servant - just as a human being does not emanate to be obliged, but to work for others, and to grant his lifespan as a redemption for countless."
- John 13: 3-15... Christ rose from the food, put off his exterior apparel, and draped a guest sheet round his midriff. He cause to flow Aqua Pura into a washbasin and starts cleaning the legs of his believers, dehydrating them with a hand towel.
- After cleaning their bottoms, he enquired, "Do you realize what I have acted to you? You sound me 'Teacher' and 'Lord,' and it is right, so I am. Now I, Lord and Master, have cleaned your legs. You should also clean each other's legs. I made a model for you."

## Leadership Notions

Intellectuals have a tendency to understand two similar concepts of headship: one group of philosophers recognizes that front-runners are innate and things represented by them show intelligence (Grint, 2000) and other thinks people must perform industriously to improve professional skills prior to appear as leaders (Henrikson, 2006).

The theory of 'Leadership' (Carlyle, 1841 cited in Spector, 2016) embodies old concept and takes interest in moral values that frontrunners retain in nature. This system ensures that the 'big man' must possess the essential talents that enable him to show performance as a trailblazer. Understanding basic characteristics, other individuals are able to make competition with a variety of management styles (Lawler, 2005). Some experts consider headship is a procedure of development (Baker, 2007) and exhibit a notion of headship that points to period (Ashforth et al., 2008). The notion allow to elucidate the progression of headship progress, stating that both perspectives on headship transformation are helpful and consistent.



Kurt Lewin (1945 cited in Burnes, & Bargal, 2017) notes that there is no such thing as a valid notion.

Whetten and Cameron (2002) put forward that only sound notion is used. Thus, the researcher has two goals in a row: first, an understanding of the conceptual framework, and second, the integration of this knowledge into a notion of headship.

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**Figure 1:** *The three constituents of Notion Source: Mostovicz (2008)*

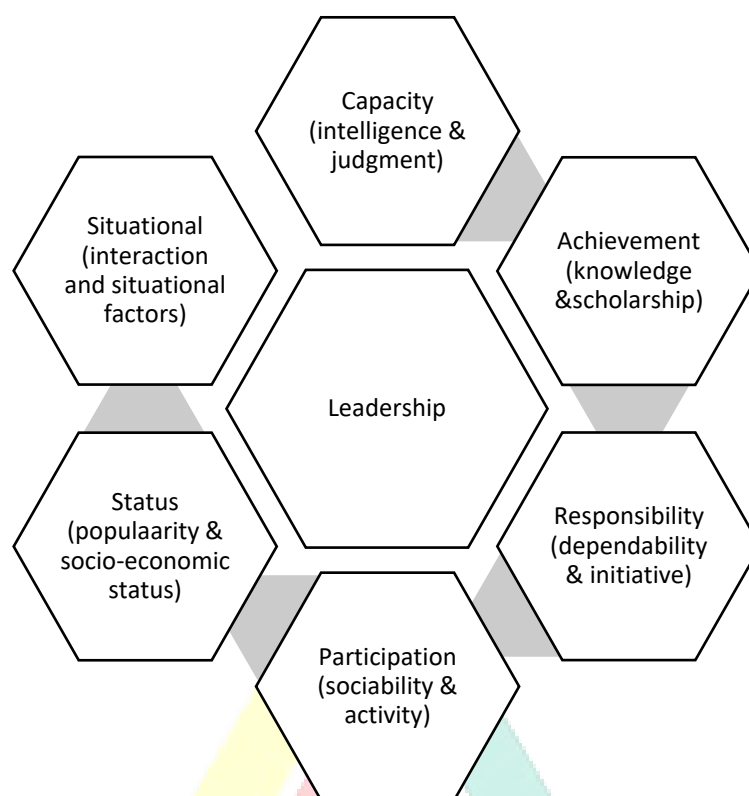
### Theoretical Framework

Theoretical framework is the other name of worldview and give guidance on the path, facts are thought-out and data taken as meaning (Mackenzie & Knipe, 2006). Creswell and Clark (2013) argue that theoretical framework is a fundamental belief system, a universal vision, philosophical assumptions, a scientific assertion, research philosophy, models (Silverman, 2011), a rudimentary belief system that directs the action and in the form of a watch to the world with other philosophical levels that guide thinking or epistemology that arrange for guidance to the researcher, discovering the basic concepts used to construct and implement research, guide the selection of materials activity, participants and methods used in the study (Mertens 2010). Epistemology is an academic

theory that is firmly rooted in the theory of relativity that informs research as a contradiction or a direct subject. Research is underway in the context of epistemology (Crotty, 1998; Octlund, Kidd, Wengstrom, & Rowa-Dewar, 2011).

### Great Man and Trait-based Theories

Personality and attributes were characterized by early theories of leadership. Static attributes- war warriors, powerful and privileged presidents or unique persons with great abilities and attributes were described by these “great man” theories of leadership (Bass & Bass, 2008). Hereditary and pure-blooded leadership was stressed by these theories. Great shift was seen in the work of Stogdil (1948), when he presented six paradigms of leadership:



*Source: Stogdil (1948)*

On the other hand, the relationship to attributes somewhat labels influence of leadership victory. The effectiveness of leader is brought by the proper joining of personal qualities, situational factors interactions and leadership behavior application.

### **Behavioral Theories**

The ineffectiveness of great man and trait-based theories was highlighted by empirical tests, novel theories took on a behavioral lens for identification of fruitful actions and strategies used by operational leaders. Ohio State research works showed that efficient leaders executed twofold rudimentary tasks, starting weight and producing specific thinking (Bass & Bass, 2008). University of Michigan investigators have contributed to functional strategies and ease of interaction as a feature (Bowers & Seashore, 1966). Behavioral scales are introduced in leaders as a guideline (Yukl, 2010). It also suggests a link between leadership attitudes and a dependent environment (Yukl, 2008).

### **Situational theory for Leadership**

Stogdil (1948) argues that behavior has a strong correlation with leadership which suggests an impact on the interaction between the leadership environment and context, for better performance and effectiveness. So context should be kept under close examination in the process of leaders' effectiveness.

### **Contingency Theory**

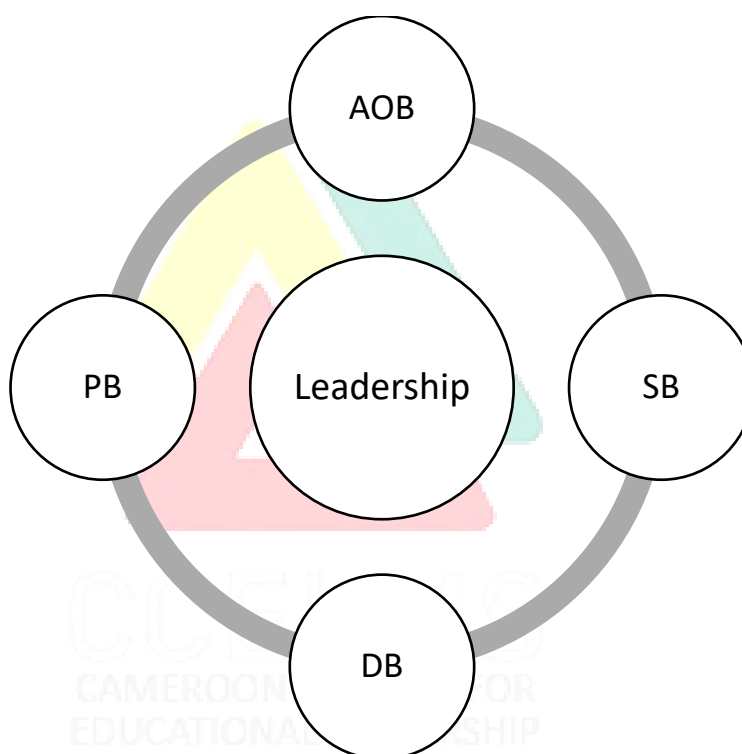
Fiedler (1971) stressed on situational leadership and proposed leaders' behavior and situational handling imperative for successful leaders. They were acknowledged as task-oriented or relationships-oriented. This balance is designed with the conditions they face to take into account the influence of this leader. The atmosphere was of great magnitude: work ethic, followers' interaction, and positional authority. The main weakness of Fiedler's theory of nature is that the directional direction is not strong (Bass & Bass, 2008).



### Path-Goal Theory

House and Mitchel (1975) established a path-goal notion of frontrunner effectiveness based on followers' consideration and structure initiation. According to this theory, followers were motivated toward achievement of goals by leaders through illuminating of paths required for attaining task goals- the path-goal relationship. Therefore, the headship theory depends on the circumstances. This notion identifies four dimensions of leadership behavior: those that are

relevant to success, help, instruction, or contributing (House & Mitchell, 1975). Appropriate ways to succeed encourage followers to the highest level of professionalism - professionalism and motivation, Support focuses on their followers 'needs and priorities- concern and friendship, Directives' command-ordering-Organizing activities working and fashioning guidelines, guidelines, and documentations and, lastly, motivating attitudes embolden followers' judgment - seeking ideas and consulting before making a decision.



*Source: House & Mitchell, 1975) AOB- Achievement-oriented behaviors SB- Supportive behaviors DB- Directive behaviors PB- participative behaviors*

### Directive Leadership theory

Numerous studies have demonstrated the effectiveness of leadership in practice. Leadership has been shown to be the most effective in the organizational structure (Thiagarajan & Deep, 1970). Leadership performance improvement is related to the quality of leadership skills. These project improvements are related to enhancing collaboration and creating consensus in project implementation groups (Katzell et al., 1970). Commanding officers also avert confusing attitudes, e.g., anger, pressure, and malingering,

from happening in organizations (Burke, 1966). One of the major weaknesses is the lack of satisfaction in the manifestation of a commanding front-runner (Katzell et al., 1970; Thiagarajan & Deep, 1970).

### Participative leadership theory

Numerous studies have shown that weak headship has a profound influence on the gratification and commitment of an organization. The presence of followers in a program to promote less violence and more production (Coch & French, 1948).

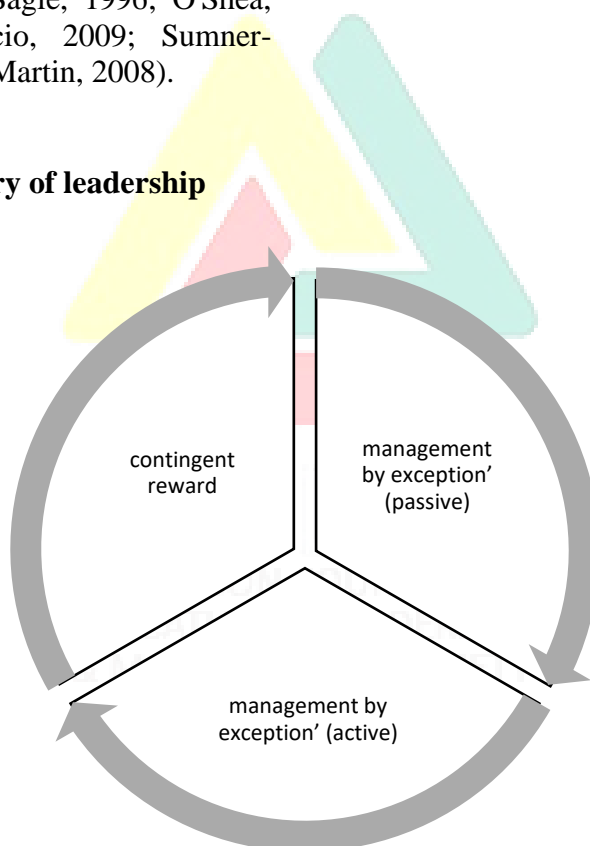
Thus, engagement seems to lead to better collaboration and collaboration between followers and leaders, to support improved outcomes in productivity. Moreover, proof suggesting possible behaviors in local management has been recognized. Successful headship centers are on the power of enthusiasts and processors (Muczyk & Reiman, 1987).

All collaborative leadership and leadership are on the same page to achieve the best results and overcome ambiguities (Bass & Bass, 2008). New research projects support the notion that flexible leaders have the ability to produce better results, work consistency, and better results on productivity and dedication than those without (Miller & Monge, 1986; Sagie, 1996; O'Shea, Foti, Hauenstein, & Bycio, 2009; Sumner-Armstrong, Newcombe, & Martin, 2008).

### Loose-Tight Leadership Theory

Sagie (1996) introduces the concept of leadership flexibility and the inclusion of inconsistencies in literature of leadership as a way to advance the notion of headship. Past leadership research works have provided leadership guidance and decision-making as conflicting arguments on the development of leadership qualities. Numerous leadership studies have confirmed that organizations and associations with regular mentors are gaining more and more. That is, leadership guidance is related to good performance and performance results. On the other hand, courageous leaders have the power to inspire and motivate their followers.

### Transactional theory of leadership



**Source:** Bass and Avolio (1997) *Transactional model*

The management of a transaction is a combination of results - the belief that the benefactors must be rewarded and that the bad players must be discarded, 'management by exception' (passive) - the president interfere in great necessity and 'management by exception' (active) - if the leader is a data exporter to make

corrections (Bass, 1985). The leader of change is a combination of Improved Effectiveness - a model, the motivation of the followers to achieve the goals set by the motivation, Concerns - critical and critical thinking and dedication on training for followers for better performance (Robbins & Coulter, 2007). So far

in terms of effective leadership. Most researchers take this view from the field of ethics quality is the retention of a person's actions that have been around for a long time, in the form of opinions, feelings, needs, writers, or eyesight, methods captured through instruction to see oneself and work with the truthful (Harter, 2002). In addition, Robbins et al. (2009) promise that past leadership ideas provide full support for a better understanding of leadership and still the journey is not discouraged. Effective leadership is one of the current trends of the twenty-first century. They further discuss that real leaders see themselves as who they are, look at what they believe and their values and apply those principles and values honestly and willingly. These leaders will be considered moralists. Moreover, due to latest appearance of the concept there is dearth of research on authentic leadership (Robbins *et al.*, 2009). A transformational (charismatic) leader may have a vision (an act, faculty or an instance of great perception, especially for future development), they can lead into it effectively, but that vision may not be always accurate, or the leaders may be striking their own requirements or implementing their own preferences (Ilies *et al.*, 2013). Therefore, role of authentic leadership cannot be overlooked.

### **Transformational theory of leadership**

Transformational leadership, for example, refers to the process of “moving one's followers directly through positive influences (charisma), inspiration, motivation, or individuality” (Bass, 1999, p. 11) and involves affecting workers so that the negative impact of change that will almost certainly come to their work is reduced. Similarly, effective leadership may be related to employee feelings. Leaders with this style of leadership, creating honesty, believing contacts with employees in promoting pliability, optimism and hopefulness for the forthcoming time (Norman et al., 2010). All change and effective leadership can be used when the situation is difficult and for circumstances that don't unavoidably have an optimistic result (Bass 1985; Norman et al., 2010). Moreover, attitudes mandatory to execute the management elegances might not inevitably be inherent in

front-runners, and suitable headship strategies may be learnt at every time (Bass, 1985).

### **The principles of leadership**

Good leadership is defined as the process of leadership that brings about change in people and the social system. In the highest form, it results in significant and valuable change in followers with the ultimate goal of increasing followers to leaders. It promotes the upliftment, character, and ministry of believers in many ways. These include linking the personality traits of the individual and self to the goals and divisions of the organization; having a positive impact on the followers who motivate them; encourages followers to own most of their work, and understands the strengths and weaknesses of followers, so a leader can bring online followers issues that improve their performance and implementation. Good headship is a procedure in which front-runners and cohorts support each other to make headway toward positive behavior and motivation. It brings about significant changes in the lives of individuals and organizations, understanding and values are reshaped, the aspirations and aspirations of the followers are changed, the personality of the leader is valued, a role model is developed for moral development, vision is encouraged and objectives are being addressed (Kotlyar & Karakowsky, 2007).

The principle of good leadership states that leaders must demonstrate the essence of integrity - respect for family, self-awareness; domestic / ethical planning, good vision and balanced work of information, Self-righteousness and social justice; Values and Principles of Islam on Good Leadership for Successful and Successful Leadership (Walumbwa et al., 2008; Saeed & Ali, 2019; Saeed, Idris & Khaliq, 2020).

- Traditional Leadership styles: autocratic (do as I say), Democratic (do as I do), Laissez-Faire (do as you choose).

Ross (2006) examined leaders, supervisors, and teachers in primary and secondary schools in the North American school system and found that leaders, supervisors, and teachers understood the style of leadership in the organization.

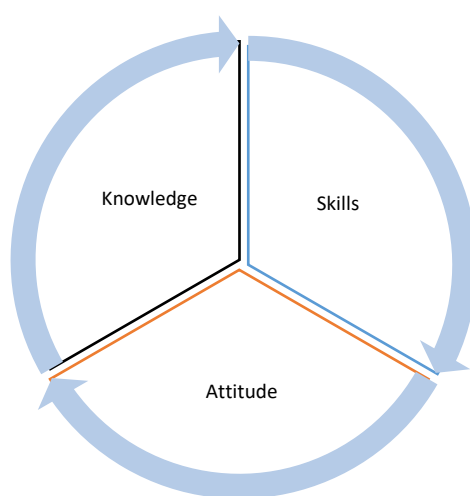


Bovee (2012) examined principals, supervisors, and teachers in grades K-12 and 9-12 with at least five teachers in the North American school system and found that school principals, supervisors, and teachers generally understood the paternal style of leadership rather than more than the slave leadership system.

## Expanding leadership capacity

### You Can Expand Your Knowledge.

Become a good reader, a good learner, and a good listener to become an effective leader. I've never seen a leader excel to greatness, or lead an organization to greatness, or make a significant impact on the world, which was completely self-absorbed. All leaders I know that's ever been effective as a *learner* and a *listener*. They read things; they listen to things, and take things in to expand knowledge. Change requires shifts in Knowledge, Skills and Attitudes.



Great leadership skills are required for everyone. Everything is beautiful, beautiful, and useful. Leadership therefore leads from darkness to light. Leaders must succeed if they are honest because the truth is like a good tree, with strong roots, spreading branches, and fruiting fruit that will grow. My role as a leader is to deliver a vision for clear and transparent administration; to decipher my visualization of coming in good leadership planning; to recognize and interconnect primacies, immediate goals, implementation steps, and vibrant accounting & implementation; covenants for supervision; to make available effective decision-making. I am dedicated, understanding of new-fangled chances, and anticipating longstanding prospects. I have identified novel professional strategies for institute. I can create motivation and accept a new-fangled visualization or modify and

practise the suitable management structure to motivate staff to accept modification. I should look back on my experiences and choose meaningful examples of how I demonstrated leadership skills. These factors are critical to expanding the capacity of leaders;

- Use the Master Plan three dimensions:
- Servant leadership is service provider
- Supervisor... supervisor of God's gift
- Shepherd... a security guard who is served
- Respect different perspectives
- Trust
- Develop other leaders
- Helping people with life's issues
- Give encouragement
- Sell instead of fighting
- Place 'you' in front of 'me'

- Think long and hard
- Act with humility
- Do not forget the purpose and purpose
- Activity Acumen - Understand how tasks are performed
- Structure and Structure of Thought
- Preservation and Implementation
- Build stakeholders
- Communication - clear, concise & continuous
- Review and Teaching
- System Improvement
- Hit the books how to deal with Organizations and dynamics group
- Organize meetings and facilitate
- Structure and Management
- Understanding Human Behavior
- Read books and stories
- Attend courses
- Attend the conferences
- Discuss the issue with colleagues
- Being a leader is like learning to polish in public.
- Continuous Practice .....
- Read the new books of the great servant and true leaders like

**Bill George**



His best books:

1. Authentic Leadership,
2. True North: Discover Your Authentic Leadership;
3. Finding Your True North: A Personal Guide;
4. 7 Lessons for Leading in Crisis.
5. True North Groups: A Powerful Path to Personal and Leadership Development

**Amy C. Edmondson**



Her best book

Teaming: How organizations learn, innovate and compete in the knowledge economy

**Monica C. Higgins**



Her recent book,

*Career Imprints: Creating Leaders across an Industry* (2005).

### **Challenge Your Beliefs**

Ask yourself, *what do I believe that is limiting me and holding me back?* I'm talking more about those *limiting beliefs* that hold us back. Some of us struggle with a *scarcity* mindset, or we struggle with *fear*, or a lot of *self-defeating thoughts*. We believe and repeat and rehearse lies and limitations about ourselves. Out of our beliefs, we act. And out of our actions come the habits that shape our lives and our destinies. Sometimes my limiting beliefs are the lid on my leadership and I need to punch through those and

knock them down with some big truth to go on further.

1. Listen - listen to what is being said (and not said)
2. Compassion - put yourself in the other person's shoes
3. Healing - wanting to be compassionate
4. Alerts - activate everything that is happening around you

5. M - build agreement. Proof of coercion
6. Prediction - create a positive outlook, then lead to that direction
7. Prediction - look ahead and anticipate the impact of current decisions
8. Care - acceptance and care for God's gift
9. Follower Development - help followers improve beyond their current level of expertise
10. Building a community - creating a deep desire to be, a connection that goes beyond traditional association

Beliefs and practices can be studied and learned by leaders at all levels.

1. Facilitate different perspectives
  - Looking for other ideas
  - Accept new ideas to the contrary
  - The Master surrounds himself with a group of followers.
  - The Master preaches salvation to mankind.
2. It creates a culture of trust
  - Take the word person in the face value
  - Believe that everyone will fulfill their role
  - Trust the team with the important task of setting up the organization and spreading the mission.
3. The development of other leaders
  - Teach others to lead by example
  - Representatives and powers
  - Take a team of experts and make them good leaders.
  - Peter, the fisherman, became the Rock upon which the Church was built.
  - Saul, the persecutor became Paul, the evangelist.
4. Helping people with life's issues
  - Listen and show empathy
  - Concern for the well-being of one person
5. It encourages followers
  - Create a "can do" attitude
  - Performing the role of "Greeting Leader"
6. Selling instead of fighting
  - Make cohorts want to do it
  - Experience instead of instruction
7. He thinks "you," not "me."
  - Unselfish, focused on others

- Encouragement of "us" about "me"
  - Show empathy
8. Think long and hard
    - Think about the future
    - Holds feet now
  9. Act with humility
    - Does not require titles or symbols
    - Follow the Golden Rule
    - Plans to do everything
    - Instinctively took on the role of "slave".
  10. Never Seen the Messenger
    - Maintain a vision
    - Proper planning
    - Set priorities
    - Dedicate your life for the benefit of all human beings

So if you have any kind of encouragement from being with the true Leader, or ease from his/her affection, and communion with Inner self, and there is gentleness & mercy, out of selfishness or arrogance, you are leader. Instead, humbly put others ahead of yourself, not looking for your own interests but the needs of others. Stand up for what is right and have the courage to make suggestions for those who cannot make decisions on their own. This, in short, is the essence of leadership and not as a politician.

### Functional-Relationships

1. Listening - (for you and others)
2. Compassion - (understanding)
3. Healing - (self-examination etc.)
4. Awareness - (personal and others)

### Appropriate activities for the future

1. Distribution - (building agreement)
2. Thoughts - (dreams and daily activities)
3. Prediction - (the ability to learn from the past and see the results of future actions)

### Community-Based Services

1. Representation - (keeping employees safe for the benefit of the community)



2. Dedication to Development - (personal, professional, personal, etc.)
3. Community Building - (benevolent, humane, helpful, for the benefit of others)
4. "If thy practices stimulate followers for more dreaming, more learning, more acting and more becoming, thou are a front-runner." (John Quincy Adams).

### **Show the way**

1. Vision - How Successful It Is
2. Goal - How to be successful
3. Desire - How much, when
4. Strategies - The main thing to focus on
5. Programs - Specific activities to implement

### **Give the Mastery**

- Front-runners indicate the route

### **Communication**

- Front-runners progress thoughtfulness and optimism

### **Empower, Train, Advice, Assets**

- Frontrunners fix individuals to flourish

### **Recognize Outcomes and Strengthen Strengths**

- Front-runners arrest persons for undertaking the true tasks

### **Expand Your Network**

Today, you can change your leadership potential by meeting new people and connecting with people you don't know yet, from whom you can learn, and from whom you can contribute. Most of the people I interact with, the best. I'm talking about networking to keep going, and there's a big difference. I am a model of people who are dedicated to me. People are expanding my abilities in my life who have guided me, helped me, become my friends, and so on. I wanted to run but I knew I needed to stop to do the right thing – (Wallace)

Leadership emphasizes increased serviceability, a holistic approach, a sense of community, and

the ability to make spiritual decisions in the workplace. They do not seek to be served, but to serve. View leadership roles as opportunities to help, support, and assist other people. Create a safe work environment that people really enjoy. Listen and encourage followers. They are highly valued for their honesty, integrity, and qualifications. Have a clear vision of leadership and implement the first steps in the process. Intelligent resource managers. Have good communication with your followers and implement positive issues as an effective way. Invite others to participate in the implementation of their leadership vision. Encouraging people by allowing them to act to the best of their ability and giving decision-making. In general, slave leaders provide leadership and leadership by taking on the role of human servant (Russell, 2001).

If you are kind with people, others will fall into place. You build teams that succeed by putting people ahead. A mature leader will work directly to strengthen and supply all human resources so all energy can be in a strong position for positive change. Spend time with your employees whether you think they like you or not. Success is one country: the relationship between the people in the group. If you live by your standards and main beliefs, your workforce admire you always, earlier or late, they perform better in the best possible way for organization. Culture - when I go into a place, I usually know if I am among friends or strangers. The master slave realizes that change must begin with the master. When the leader's servant leaves, a real change in the organization begins. Leadership is not a matter of dragging and manipulating. It's more about equipment so you can leave it at that. A slave's leadership is about being a shepherd, not a gatekeeper. Your team needs to get to know them, laugh with them, cry with them, and take care when they get lost. This will make you a school principal with a mission Love your employees and support them on their hard work. Listen to others, pause loudly, start writing, and listen carefully. The servant leadership calls on each member of the group in the group to think about the attitudes and behaviors they are required to have. Persuasion on coercion. Spirituality on selfishness. Light on power. Listen for instructions. Healing on judgment.

Respect questions and criticisms. Recognize and distort the effects of destructive power. It expresses a desire to serve, and it observes the accomplishments and attitudes of those to whom it is addressed. It balances the balance of good leadership with the creation of leadership. It builds trust through action and in action rejects blind confidence and trust based on charisma. (Greenleaf, 1996).

### Get a Coach

I believe so strongly in coaching. Coaching and guidance are the soul of leadership development. What I need sometimes is someone who will *get involved* in my situation mentally and relationally, who will help me think through my dreams and visions, the challenges I'm facing, the strategies I need to overcome those challenges, and then will hold me accountable to take action on those strategies. That's what a coach does. That's what I do when I coach people. Coaching needs another voice, another perspective, someone else to speak into your life about the direction you're going, the strategies you need, and the steps you need to take to get there.

The best leaders are not so much about themselves, and so much about their people, one does not even know they are in the building, but their influence is in every room. Come to an agreement on the vision and mission and make sure the key figures are aligned. Every three months review and refine your plan to achieve your annual goals. Living a vision, mission, and values. Schools without proper planning and vision without a system to follow to implement it - they are in real trouble. Make sure your school has an exciting vision and follow it - every day! Avoid sharing your ideas too much unless you know you really need to say it. Join the discussion and follow the three rules: Be honest. Be smart, with lots of grace. Listen so you can understand the opinions of others.

### Take Smart Risks

Demonstrate your ability to persevere in the face of failure and keep working towards progress. For example it was difficult situation to deal the scholars of PhD class. I have agility for learning and motivational skills. I made easy for my boss

and arranged comprehensive exam for the PhD scholars. It took my precious time but I succeeded in achieving my target. I have learnt that as a leader, I must make prior preparation for such type problems.

You will only grow as a leader in your capacity as you stretch yourself. Smart risks mean I need to do *outside of my comfort zone*. It might cost me money, time, or convenience, but it's going to cost me something. The risk is giving up something valuable in exchange for something *more* valuable. The blessing, the abundance, the fullness lies beyond the risks you need to take. When your capacity as a leader expands, your organization will probably grow. I can guarantee that it's going to become *healthier*, it's going to be *stretched*, that the people around you that you lead, that you influence, *they* are going to grow and they are going to be stretched. I'm convinced that when leaders grow, our pursuits grow, our organizations grow, the people that we lead grow and we all get better.

If you are a leader, be true to yourself, just be what you are and there must be a complete harmony in your words and actions. Why because you *are Motivator and Transformational*, you know the way, go the way and show the way; your activities stimulate cohorts to vision more, study more, sort out more, and develop more. As a leader, you believe in progress and achieve the right goals and achieve what you seek. Leadership is the name of the technology of communication, responsibility, flexibility, and technical expertise. Leadership is not meant "Diverse sorts of supervision for dissimilar personnel", it is meant "diverse kinds of directions for similar employee, depending on task.

When I look at the cloud, I see three areas that will have an impact on leadership: expanding modern technology, changing family life, and more information and competition. Leaders will be at peace with technology, and peace of mind. This stability will be important for them to use technology to help guide them and how they can apply it to others. Technological advancement will enable organizations to collect, monitor, and report new and different content things and

leaders will have to be adept in doing this. A leader may adopt situational leadership for followers' motivation, organizational environment, job satisfaction, cohorts' organizational skill development, resource utilization and effective communication skills improvement. A leader must focus team performance, provision of development opportunities, professional development trainings, professional excellence, social adjustment, creativity, problem solving, ethical behaviour, reflection, team Work, dependability, work product, interest in work, academic excellence, self-awareness, and integrity in safety, not competitive conditions.

### Leadership Plans

1. Mission - What the organization does for its customers
2. Vision - What the organization wants to be
3. Values - The principles will work
4. Goal - What we need to do to be successful
5. Strategies - How to achieve our goals
6. Goals - Numerous goals that will enable the organization to achieve its goals
7. Programs - Tasks taken to implement strategies
8. Commitment - A process of taking strategies and goals to each level of the organization to achieve overall goals

### Responding to new ideas

1. My Time - Respondent
  - This will never work - The cost is too high
  - I do not have time for this
2. Chapter II - Money
  - I see some benefit to me - I think I can do this job
3. The Third Time - Meaningful

- This can be good for us
- Everyone has this training
- Let's get started

Note: Everyone starts at the respondent's time - "Help!"

- We have all passed through the Ego Phase before

"Be Meaningful"

- People move in different ways
- Some people never leave the Reactive side

DMAIC (Define, Measure, Analyse, implement and communicate)

Explain the project and its financial impact

Measure the gap, listen to the action

Analyze data to determine source origin

Improving performance - Implementing solutions

Project management, coordination, and documentation - Sustainable and profitable

Personal change is required

1. Strong eager
  - Doing the Same Things and Expectations
  - Best Results

2. A person who enjoys change is a wet baby

3. "If You Can't Change Your Heart You Can Change Everything" – (George B. Shaw).

4. Those who do not respond to the changes in their world will find it easier to make an impact.

### Skills

1. Focus on developing leadership skills

2. Be on the lookout for examples - good and bad - of leadership you can use as role models

3. The best way to learn leadership is to do it

4. Be on your own to access it!

5. Good leaders are not born. If you have ambition and dedication, you can be an effective leader. Good leaders thrive through their own curriculum, education, training, and endless experience.

1. Gender Inclusion ideally, women and men become partners in defining, working to achieve common goals.

2. Communication everyone has something to contribute and each type of contribution will serve as a model of leadership

3. Objectives To define and define a goal in the learning process. At the same time, it is involved in the display of power

4. Democracy In a communicative, cohesive society, participants respect and honour each other as a whole.

5. Definitive Theresa does not justify methods "is a well-known principle of morality all over the world. This principle means that moral people do not use inappropriate methods to achieve desires regardless of their importance or immediate

6. Show Interest in Relationships

7. Self-confidence - LISTEN to others

8. Maintain an honest and truthful attitude

9. Take time to learn & understand the needs of other people

10. Sell ideas based on merit, value to others

11. Never force one's agenda

12. Make suggestions to help others solve their problems

13. Positive Practice Consider how others feel about what you want to say

- Prepare before you speak

- Give the "benefit of the doubt"

- Avoid jumping to conclusions

- Consider the opinions of others and their emotional state

- Keep negative thoughts out of conversations

#### 14. Grieving

Viewing complaints is not a criticism of the person, but as important ideas and suggestions

It is not easy to do, but the workload improves when it is done regularly

- Deal with complaints quickly, Listen to the whole article

- Stay calm, calm - avoid interruptions

- Point out the problem being understood by repeating it, Ask questions to explain the misunderstanding

- Show appreciation, and show what to do

- Pay for work with work

- Promises Make a few promises, and keep them!

- Confidence lost when leadership fails to deliver on promises

- Dedication is guaranteed and can be achieved

- Inform stakeholders about progress

- If circumstances change, and a promise cannot be fulfilled:

• Contact victims immediately, and avoid rumours

• Explain the reasons clearly

• Allow freebies, consider others

• Follow approved remedial measures



- 5 - Seek the Truth Examine all aspects of nature
- Evaluate the evidence
- Allow all victims to have their say
- Consider some rights, what exactly
- Discard unfounded information
- The basis for decision making on rational thought, not emotion
- 6 - The Source of Conversation Make it a conversation like a business
- Stand on the issue
- Listen respectfully
- Avoid making other people's opinions
- Grant that a person "can have something"
- Do not be angry



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